

# Gedling Plan

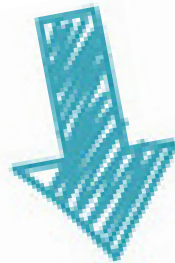
2017-2019

(Updated March 2017)



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Welcome to the latest update of the Gedling Plan covering the period 1 April 2017 to 31 March 2019.

The plan sets out how the Council and its partners intend to:-

- Improve the lives of people who live in Gedling
- Support local businesses
- Provide high quality and excellent value for money public services.

The plan maintains our focus on creating more homes across the Borough and earmarks substantial investment to transform Arnold Market and Carlton Square. Hot on the heels of the very popular children's play area we'll be completing the next phase of development at Gedling Country Park – a new visitor centre and car parking – and seeking out external funding to complement this with a heritage centre, designed to celebrate the rich history of the Borough.

For many of our residents and businesses, it's the day to day services such as refuse collection, street cleaning, parks and leisure centres that matter the most. For others it's help with housing, debt, finding a job or coping with loneliness. We'll continue to do our very best to balance what are often competing and increasingly complex needs, during a period when our Government grant has been reduced by £4.3 million or 49% (2009-2019).

We're extremely privileged and fortunate, therefore, to be supported by many amazing local organisations that make such a vital contribution to community life in Gedling. Our plan is rightly ambitious for the people and businesses of Gedling but undeliverable without their support and that of a range of other public and private sector partners. We look forward to continuing our excellent working relationships with them and to turning the plan into reality.

If you have any comments, questions or ideas, please get in touch. We'd love to hear from you. We'll be reviewing and publicising our progress on a regular basis and you can keep up to date with this through our website [www.gedling.gov.uk](http://www.gedling.gov.uk)



**John Clarke**  
Leader



**John Robinson**  
Chief Executive

# About Gedling Borough

02

The people and the place that we serve



Gedling borough lies on the outskirts of Nottingham City and covers 120 km<sup>2</sup>

Latest estimated population is 115,638



Just over 53,000 households



Just under 9% of our population is from black/minority ethnic groups

20,600 young people aged 0-15 years



Increasingly ageing population – 23,000 people are aged over 65 - 45% of these are aged over 75



Around 5,000 businesses are based in Gedling

51% of our residents are female



Life expectancy is higher than the national average at 79.5 years for males and 83 years for females

# About Gedling Borough

03

The services we provide



At Gedling Borough Council we:



Manage an annual budget of **£12.6 million**

Empty **60,000** bins and **13,000** glass recycling boxes each week



Manage **35** parks and **32** play areas



Handle just over **9,000** Housing Benefit claims each year

Clean **578 km** of roads

Collect over **1,383Kg** of litter from our streets each year



03

## The services we provide



Provide  
**1,115 public car parking spaces**

Deal with around  
**630 planning applications each year**



Have over  
**800 licenced taxi drivers**

Issue approximately  
**105 disabled facilities grants each year**



## We also...

Welcome just under **950,000** visitors to our leisure centres each year



Help around **250** individuals at risk of becoming homeless resolve their situation each year



Carry out around **450** environmental health inspections of food premises each year



Handle approximately  
**180,000** telephone calls to our contact centre each year

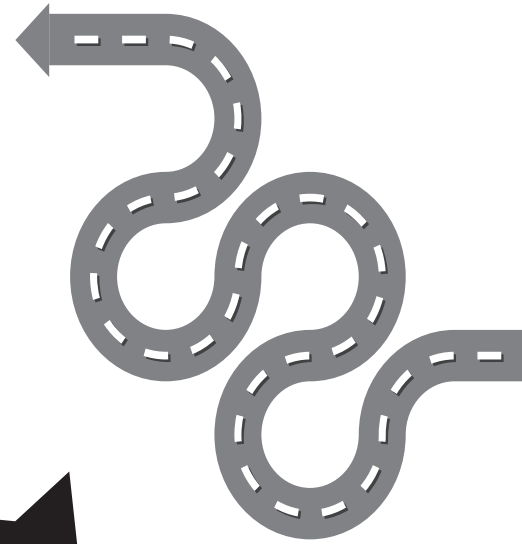


Assist **29,000** customers each year through the Council's customer services team

# About Gedling Borough

04

What matters most to our residents



In the 2015 Gedling Conversation our residents told us that these are the most important things to them:

Access to and quality of health services



Condition of roads and pavements



Feeling safe

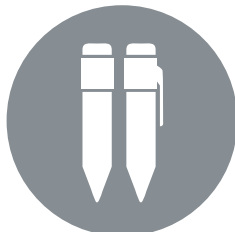
Appearance and cleanliness of the environment



Activities and services for residents aged 65+



Standard of local schools



Quality and range of shops





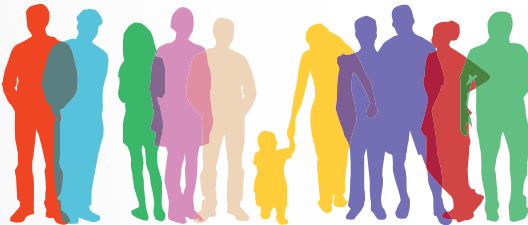
Although we are responsible for a large number and wide range of local services, many of the things that matter to residents are the responsibility of others. Things like GP waiting times, the condition of roads and pavements and the quality of local schools. Therefore, **we do not limit our interest to only those services we are directly accountable for but rather seek to make a difference in all aspects of community life.** In other words, at the centre of what we do is:

**“Serving People, Improving Lives”**

## Our Vision

### What we're aiming to create

We aspire to be regarded as a great Council by the people and businesses we serve and the staff we employ, by making a positive difference to people's lives and creating opportunities for everyone to achieve their full potential.



### What we stand for and the way we go about our business

A **competent Council** that delivers on its promises, acts professionally and can be trusted to provide good quality

A **co-operative Council** that listens to and involves its citizens, partners and employees in playing an active part in creating a prosperous future

A **commercial Council** that is innovative in its use of resources and focused on

achieving value for money

A **compassionate Council** that reaches out to the lonely and marginalised and encourages others to do the same

A **considerate Council** that recognises and respects difference and is sensitive to the impact of its actions on others

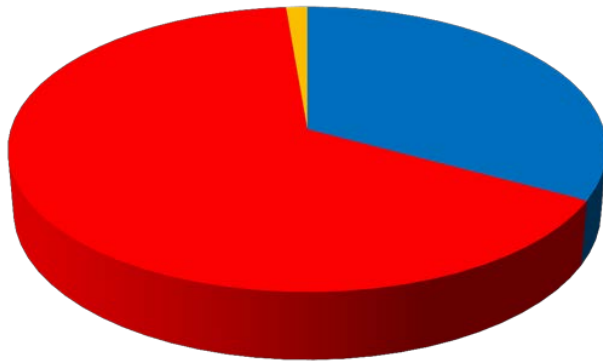
## Our Values





## Our Councillors

We have 41 Councillors representing 19 wards



25

Labour

15

Conservative

1

Liberal  
democrat

### The Cabinet

Our Cabinet has a Leader and six Cabinet members. They are all members of the majority Labour Group. Each Cabinet member has responsibility for a portfolio of services and activities and has the authority to make decisions within their area of responsibility. The Leader of the opposition group attends Cabinet meetings. He/she can participate in discussions but can't vote.

### Full Council and other Committees

A number of committees deal with specific business areas of the Council such as Planning and Licensing.

Overview and Scrutiny Committee holds the Cabinet to account, the Audit Committee oversees financial propriety and the Standards Committee promotes high standards of conduct by Councillors.

Council, Cabinet and committee meetings are held at the Civic Centre and almost all are open to the public. You can find the dates of all the meetings at [www.gedling.gov.uk/councillorsmeetings](http://www.gedling.gov.uk/councillorsmeetings).

### Other representatives

There are also 2 MPs and with effect from May 2017, 9 County Councillors representing our residents.



## Our Staff

- Economic Growth and Regeneration
- Development Services
- Planning Policy

**Chief Executive**

**We employ around 500 staff**

**Director of Organisational Development & Democratic Services**

- Legal
- Elections & Members' Services
- Organisational Development
- Customer Services & Communications

**Director of Health & Community Wellbeing**

- Leisure
- Public Protection
- Community Relations

**Deputy Chief Executive & Director of Finance**

- Financial Services
- Parks & Street Care
- Waste
- Transport
- Revenues and Welfare support
- Property
- Health & Safety & Emergency Planning

## Our Partners

We want the best for our residents but we can't achieve this on our own. The things that make for a good quality of life – like decent housing, good schools, a safe environment and healthy lifestyles – are things the Council looks to secure in partnership with others such as Parish Councils, Nottinghamshire Police, Gedling Homes and Nottingham North and East Clinical Commissioning Group.

Key partners from across the public, private and voluntary sectors come together to ensure service provision is co-ordinated and these include the South Notts Community Safety Partnership and exist to ensure a co-ordinated approach to the provision of services. These include the Employment and Skills group, South Nottinghamshire Crime and Disorder Partnership and the Developers' and Landlords' Forums.

We also work with Gedling Youth Council to help us and our partners develop services that affect young people.



In the 2015 Gedling Conversation we asked residents' opinions on how we're doing

**79%**

of households who responded are satisfied with their local area as a place to live

**64%**

of households who responded are satisfied with the way Gedling Borough Council runs things

**82%**

of households who responded are satisfied with our waste and recycling service

**68%**

of households who responded feel well informed about Gedling Borough Council and what we do

When asked to describe Gedling Borough Council the top three things residents said were they thought we were

**accessible, fair  
and responsive**



07

## How we're doing

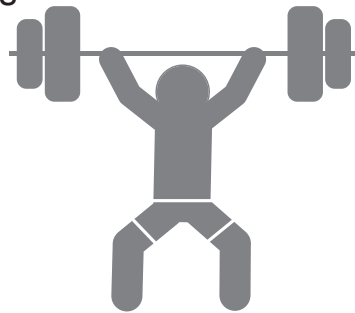


Overall crime rate reduced by **23%** since 2010

Recorded anti-social behaviour dropped by **75%** since 2010

We see over **80%** of our one stop customers within **15 mins**

Membership of DNA fitness scheme increased by **19%** since 2012



**Just under 21,300** of our residents exercise regularly

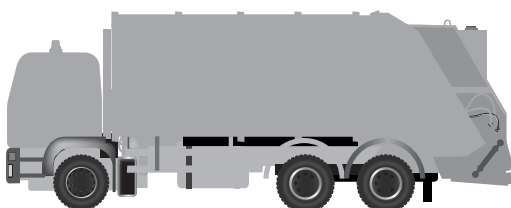
We collect over **98%** of Council Tax and Business Rates



We reuse, recycle and compost over **38%** of household waste

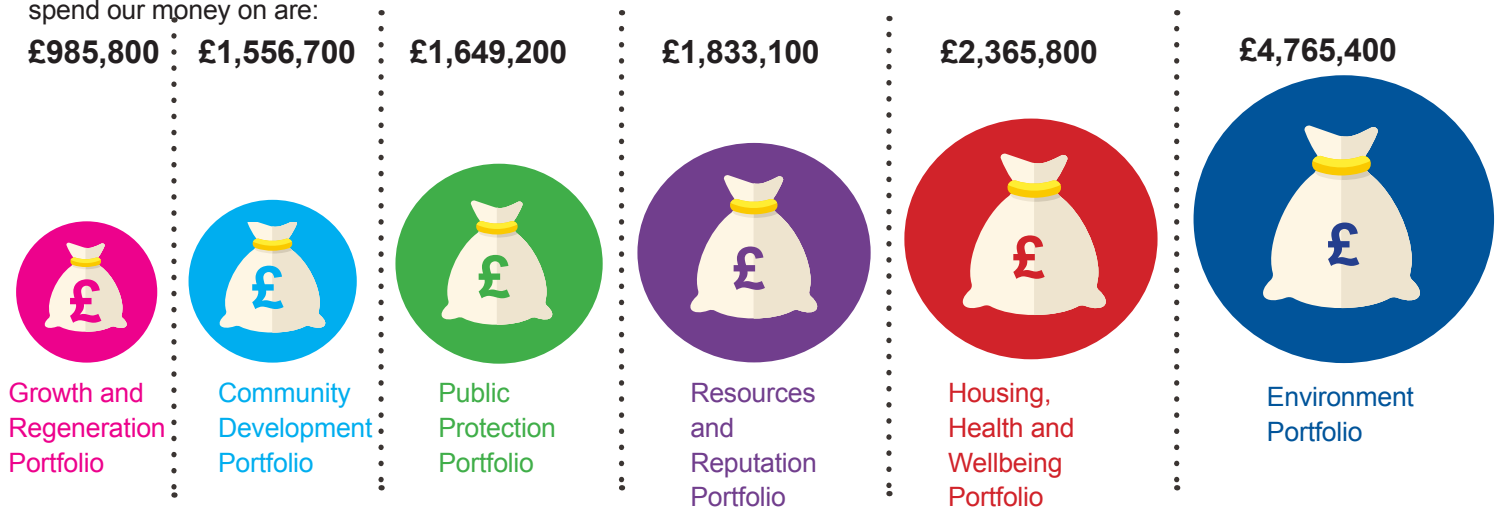
We collect over **540kg** of waste from each household each year

Number of days taken to process new Housing Benefit and Council Tax Benefit claims has reduced from 8.3 days to 4.3 days since 2010



## What we spend and how we spend it

We spend around £13.2 million a year on an ongoing basis on a wide range of services. We also administer around £25.5 million in housing benefit payments for national government. Apart from the benefit payments we make, the main areas we spend our money on are:



We have a long track record of delivering low cost, high quality services and our council tax charge remains lower than nearly two-thirds of other councils. We made a commitment not to increase council tax for 2016/17, but due to further government grant reductions a Council tax increase of 3.27% the maximum allowed for 2017/18 is required to help balance the budget.

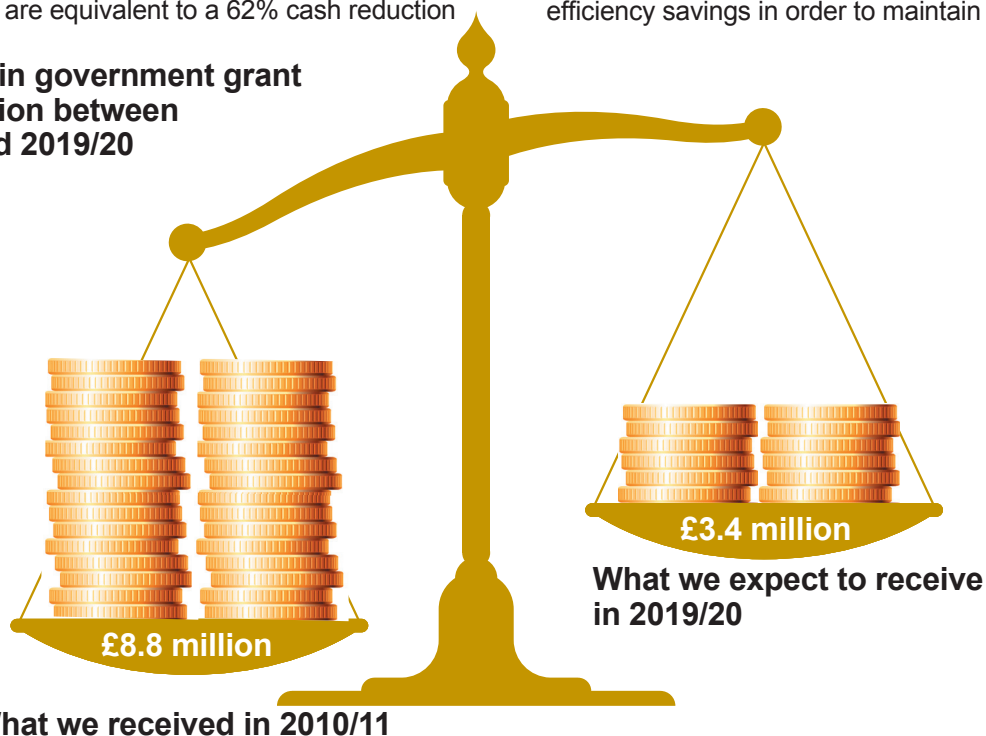
## Pressures we face

In recent years, we have faced the largest reductions in funding from central government in living memory and we now expect even more to come. Over the period 2011/12 to 2015/16 we faced government grant reductions (including the New Homes Bonus) of £1.9 million with a further grant reduction of £3.5 million expected over the period 2016/17 to 2019/20. The total grant reductions of £5.4 million are equivalent to a 62% cash reduction

over a 9 year period. According to the Government's Core Spending Power Review, this will place us in the top 10 worst affected local authorities in the country.

The grant reductions have occurred at a time of increasing demand for our services, reducing income levels and inflationary pressures caused by the economic downturn, so we have had to significantly increase our delivery of efficiency savings in order to maintain services levels.

## Reduction in government grant of £5.4 million between 2010/11 and 2019/20





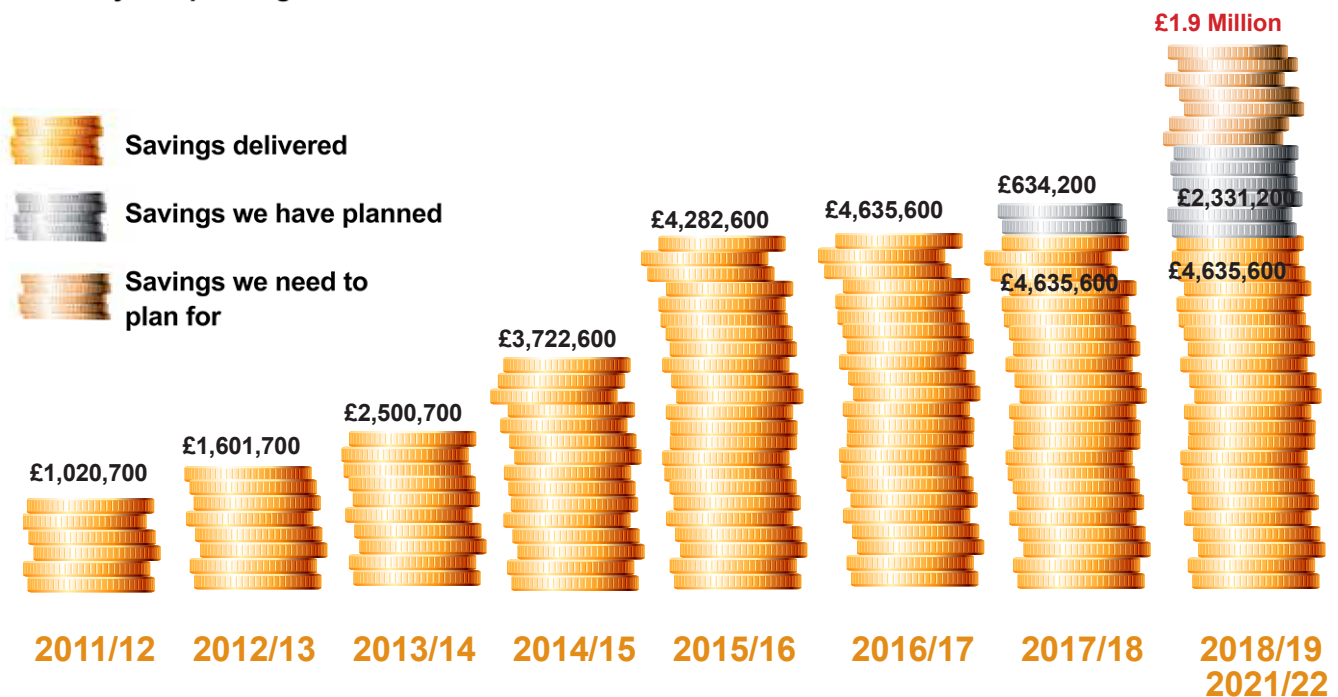
### How we have made budget reductions and what further reductions we need to make

The Council has been successful in delivering £4.6 million of spending reductions since 2010/11. So far the majority of our spending reductions have been achieved through efficiency savings and new income generation with only a minor amount of service cuts being required. Since 2011/12 there have been: 3 senior management restructures saving over £400,000; numerous working practice reviews saving of over £1.8 million mainly in staffing costs; improved supplies purchasing contracts saving £600,000; new income generation of over £600,000 and improved asset utilisation of £300,000. We have

had to make some cuts with: £500,000 removed from discretionary leisure activities and parish grants; £150,000 saved from the discontinuation of summer refuse collection service and £90,000 saved by reducing grass cutting frequencies.

We already have plans in place in the budget for a further £2.3 million reduction over the period 2017/18 to 2021/22. However, to balance the budget we still need to reduce our spending further so a target of £1.9 million has been set.

#### Year on year spending reductions



We will continue to work hard to develop robust plans during 2017/18 to reduce our spend further which means that further difficult decisions lie ahead. Working with a variety of partners, we will strive to deliver the best we can for our residents, although we recognise that a significant number of our public sector partners are also facing significant budget pressures and changing roles.



## PEOPLE

### Context

Whilst some parts of Gedling Borough are relatively prosperous, there are pockets of deprivation. Some areas of the borough fall within the 10% most deprived areas in England and child poverty stands at 30% in some wards. Adult obesity is higher than the national average and childhood obesity is increasing. There is also a higher than national average number of mothers smoking at the time of giving birth. We have an increasingly elderly population; predictions indicate there will be a 77% increase in the number of over 80 year olds by 2021. These factors present challenges in targeting appropriate support and we will continue to work closely with Job Centre Plus, NHS Clinical Commissioning Group and other partners.

Overall crime figures reduced from 2010/11 until 2014/15 when, in line with the national trend, they showed a slight increase. 2015/16 overall has seen a slight rise in crime across the borough and the Crime and Disorder partnership have refreshed their operational plans to address these increases.

Our strong working relationship with the Alzheimer's Society and Age UK will continue as we plan to support those affected by loneliness and dementia.

### What we've done

#### New Floodlights for Newstead Young People

Thanks to support and joint work between the Council, local elected members, Newstead Parish Council and the local youth club, the Multi-Use Games Area in Newstead now has its own floodlighting. The lights enable local young people to use the facility during the darker winter months in a safely lit environment. It also provides an outdoor space for the Council's Monday Night Youth Sports Club run in Newstead. The Sports Club is funded by the Home Office as part of a national pilot and securing external funding has meant the re-allocation of local resources to provide the much needed floodlights. As of October 2016, 48 young people had participated in the Sports Club since it began at the end of 2015.

#### Gedling's International Women's Day Celebrations

The Council promoted International Women's Day in 2016 through a programme of activities to celebrate local women. The celebrations included local events run by local women and community groups, free sessions at leisure centres, information stands at the Civic Centre and a civic reception and recognition events at which local women were recognised for their contribution to the community through business, the public sector, campaigning, influencing and overcoming adversity.

#### Beacon Project Up and Running

The new Beacon Project was launched in Killisick with many local activities running from the site of the Beacon Baptist Church. Activities include the Beacon Bowling Club, now volunteer led, which was previously run by the Council at Arnold Hill Community Centre. Other activities include the Foodbank, commissioned health services, a craft group, after school club, work club, YMCA Dads and Kids Club amongst others. The Beacon has been supported by training delivered through the Council's Community Asset Transfer Partnership.

#### Gedling Adult Parkrun

Since its launch in June 2015, the adult parkrun at Gedling Country Park has been supported by 189 volunteers who have spent 1,213 hours making the weekly Saturday morning event happen. The volunteers have secured public access to a defibrillator for Gedling Country Park, which will be installed alongside the new visitor centre and park runners have arranged defibrillator and CPR training for the Friends of Gedling Country Park and park users.

#### DNA Health

We've created a self-referral exercise scheme across the leisure centres called DNA Health aimed at individuals who are physically inactive and have a health condition. The scheme provides opportunities to try different types of physical activity to help improve long term health, in a safe and supported environment led by qualified instructors. Over 120 people have been through the 12 week programme with several continuing to work towards further health and fitness goals by joining the mainstream DNA Health and Fitness Membership scheme.

# Reduce anti-social behaviour, crime and the fear of crime

## What do we want to achieve?

In recent years, crime and anti-social behaviour has fallen significantly but this has not been matched by people's perceptions. Fear of crime has actually risen. New crime priorities are emerging and new threats and risks need to be tackled so we can ensure the continued safety of those who live, work and visit the borough. Priorities include tackling serious and organised crime, the exploitation of the vulnerable, reducing domestic violence and focusing efforts in those areas where crime and anti-social behaviour are the most prevalent.

## How will we do this?

Action	Lead Officer	Portfolio Holder
Deliver the Council's contribution to the activities and priorities of the South Nottinghamshire Community Safety Partnership	Service Manager Public Protection	Public Protection
Develop and implement an enforcement programme to discourage environmental crime	Service Manager Public Protection	Public Protection
Implement the taxi licensing improvement plan	Service Manager Public Protection	Public Protection
Provide a varied range of leisure activities for younger people	Service Manager Leisure Services	Housing, Health and Wellbeing
Identify and evaluate options for delivering CCTV in partnership with Nottinghamshire Police and other local authorities	Service Manager Public Protection	Public Protection
Continue to invest in new and existing CCTV in priority hotspots	Service Manager Public Protection	Public Protection

## Performance measures and targets

These are the key things we will measure our performance against

Indicators	2017/18 target	Lead Officer	Portfolio Holder
Percentage of fly tipping incidents removed within 4 working days	98%	Service Manager Public Protection	Environment
Number of reported fly tipping incidents	Tracker	Service Manager Public Protection	Environment
Percentage of residents who feel safe when outside in their local area during the day	89%	Service Manager Public Protection	Public Protection
Percentage of residents who feel safe when outside in their local area after dark	62%	Service Manager Public Protection	Public Protection
Level of All Crime across Gedling Borough rate (per 1000 population)	Maintain 2016/17 performance	Service Manager Public Protection	Public Protection
Level of recorded anti-social behaviour across Gedling Borough (per 1000 population)	Maintain 2016/17 performance	Service Manager Public Protection	Public Protection



# Reduce hardship and provide support to the most vulnerable

## What do we want to achieve?

Many people who live in the borough have a relatively good standard of living and enjoy a healthy and active lifestyle. However some members of our community find themselves in situations of hardship through a variety of reasons, such as unemployment, ill health, low pay, homelessness and drug and alcohol abuse. Such circumstances can spoil a person's quality of life and restrict their ability to achieve their potential. What we're trying to achieve, therefore, is to alleviate poverty and hardship where it already exists and prevent it from happening in the first place.

## How will we do this?

Action	Lead Officer	Portfolio Holder
Take the lead in promoting compassionate values and actions and support local organisations such as Arnold Foodbank and Sharewear	Chief Executive	Leader
Target actions to support the most deprived communities within the Borough	Service Manager Community Relations	Community Development
Continue to support the national refugee resettlement programme	Service Manager Revenues and Welfare Support	Housing, Health and Wellbeing
Review and improve temporary housing	Service Manager Economic Growth and Regeneration	Housing, Health and Wellbeing
Take the lead in developing a more integrated approach to family support, working with Nottinghamshire County Council and other partners	Service Manager Public Protection	Housing, Health and Wellbeing
Implement actions to support the Council's Armed Forces Community Covenant	Service Manager Community Relations	Community Development
Ensure arrangements are in place to support local residents with the transition to Universal Credit	Service Manager Revenues and Welfare Support	Housing, Health and Wellbeing
Develop and implement a range of prevention measures that can be proactively used to reduce the number of people presenting themselves to the council as homeless	Service Manager Revenues and Welfare Support	Housing, Health and Wellbeing

## Performance measures and targets

These are the key things we will measure our performance against.

Indicators	2017/18 target	Lead Officer	Portfolio Holder
Percentage of households who considered themselves as homeless, who approached the Council, and for whom housing advice resolved their situation	13%	Service Manager Revenues and Welfare Support	Housing, Health and Wellbeing
Average time to process homeless applications	12 days	Service Manager Revenues and Welfare Support	Housing, Health and Wellbeing
Average length of time spent in temporary accommodation	8 weeks	Service Manager Revenues and Welfare Support	Housing, Health and Wellbeing
Average time to process new Housing Benefit claims	12 days	Service Manager Revenues and Welfare Support	Housing, Health and Wellbeing
Average time to process Housing Benefit change in circumstances	4 days	Service Manager Revenues and Welfare Support	Housing, Health and Wellbeing
Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	6 days	Service Manager Revenues and Welfare Support	Housing, Health and Wellbeing

# Improve health and wellbeing

## What do we want to achieve?

We work with a range of partners to improve the health and wellbeing of residents. We know, from our work with public health colleagues and those from the Clinical Commissioning Group, that there are a range of health inequalities across the borough and that some of our areas have a higher concentration of these. These areas will be the focus of our work over the coming years along with tackling a range of specific health risks to improve health outcomes more generally. Specifically our plans include activity around reducing obesity and smoking levels, encouraging more local people to take part in exercise and promoting breast feeding to support early years childhood development. We will also develop new plans to deliver initiatives to tackle loneliness, dementia and mental health across the borough and will work with partners and community interest groups to achieve this.

## How will we do this?

Action	Lead Officer	Portfolio Holder
Identify and implement practical initiatives to encourage cycling and walking	Service Manager Community Relations	Housing, Health and Wellbeing
Implement a range of activities to increase participation in sport and physical activity	Service Manager Leisure Services	Housing, Health and Wellbeing
Increase participation in organised outdoor activities in parks and open spaces	Service Manager Parks and Street Care	Housing, Health and Wellbeing
Provide and promote free swimming	Service Manager Leisure Services	Housing, Health and Wellbeing
Take action to tackle the harmful effects of smoking	Service Manager Public Protection	Housing, Health and Wellbeing
Develop and implement actions to address health inequalities across the borough	Service Manager Community Relations	Housing, Health and Wellbeing
Introduce and support a range of measures designed to tackle excessive weight and promote healthy lifestyles	Service Manager Community Relations	Housing, Health and Wellbeing
Work with partners to deliver activities to support those experiencing mental health illness, loneliness, isolation and dementia	Service Manager Community Relations	Housing, Health and Wellbeing
Implement Playing Pitch Strategy including the provision of new 3G facilities at Redhill and Carlton le Willows schools	Service Manager Community Relations	Housing, Health and Wellbeing

## Performance measures and targets

These are the key things we will measure our performance against.

Indicators	2017/18 target	Lead Officer	Portfolio Holder
Number of visits to leisure centres	1% higher than 2016/17	Service Manager Leisure Services	Housing, Health and Wellbeing
Average number of DNA members (12 month rolling period)	3800	Service Manager Leisure Services	Housing, Health and Well-being

# Promote and encourage pride, good citizenship and participation in the local area

## What do we want to achieve?

We want the borough to be a place where people are proud to live and where they feel that they belong. We want to create opportunities for local people to be actively involved in the things that affect their lives and to build communities in which people prosper and look out for each other.

## How will we do this?

Action	Lead Officer	Portfolio Holder
Deliver a programme of community events	Service Manager Community Relations	Community Development
Progress asset transfer or disposal of the Council's community centres	Service Manager Community Relations	Community Development
Promote and encourage employee and community volunteering and residents' involvement in local activities	Service Manager Community Relations	Community Development
Promote and encourage registration for and turnout at elections scheduled during 2017 -19	Service Manager Elections and Members' Services	Leader
Widen and increase attendance at the Bonington Theatre	Service Manager Leisure Services	Housing, Health and Wellbeing
Support further development of Gedling Youth Council and ensure young people are an integral part of the Council's decision making process	Service Manager Community Relations	Community Development
Build a positive relationship with our Parish Councils and rural communities	Service Manager Community Relations	Community Development
Develop the Gedling Older Peoples' Advisory Group with a view to introducing a Senior Council	Service Manager Community Relations	Housing, Health and Wellbeing
Bid for Heritage Lottery funding for a heritage centre and heritage trail at Gedling Country Park	Director of Health and Community Wellbeing	Community Development
Complete the Community Governance Review of Bestwood St Albans Parish	Service Manager Elections and Members' Services	Community Development

## Performance measures and targets

These are the key things we will measure our performance against.

Indicators	2017/18 target	Lead Officer	Portfolio Holder
Response rate to Individual Electoral Registration household canvass	94%	Service Manager Elections and Members' Services	Leader
Number of attendances at Bonington Theatre productions	27,000	Service Manager Leisure Services	Housing, Health and Wellbeing
Number of theatre events/shows taking place at the Bonington Theatre	500	Service Manager Leisure Services	Housing, Health and Wellbeing
Number of cinema shows taking place at the Bonington Theatre	224	Service Manager Leisure Services	Housing, Health and Wellbeing
Percentage of residents who agree that their local area is a place where people get on well together	Baseline data to be collected	Service Manager Community Relations	Community Development

# PLACE

## Context

Gedling Borough is a mix of urban and rural areas with around 80% of our residents living in the Greater Nottingham suburbs of Arnold and Carlton. The remaining residents live in a number of villages including Burton Joyce, Calverton and Ravenshead. There are a number of major transport routes that run through the borough such as the A60 to Mansfield, the A612 towards Southwell and the A614 which is the main northern route from Nottingham towards the A1. However, some of our rural villages are relatively isolated and suffer from poor transport links. The main shopping areas are within Arnold, Netherfield, Mapperley and Carlton Square.

Within the borough, unemployment levels tend to be lower than the national average, however we have higher levels of youth unemployment and will focus on initiatives to help young people develop their skills and employability. Almost 5000 businesses operate in Gedling, including global brands such as The Wilkins Group, Hillarys Blinds, Xylem Water Solutions, Armitage Pet Products, Frank Key and Bunches together with many small and medium enterprises.

Residents have expressed high satisfaction levels with the quality of our parks and open spaces and a large majority (79%) say they are satisfied with their local area as a place to live.

In common with the rest of the County, there is an urgent need for more homes and we are working hard to not only accelerate the delivery of housing but also the infrastructure to support it.

## What we've done

### Green Flag Parks

Only a year after opening, Gedling Country Park is now officially one of the best parks in Britain alongside two other parks in Gedling awarded national Green Flag awards from Keep Britain Tidy. Keep Britain Tidy accredits parks and green spaces in Britain that operate to the highest possible standards, are beautifully maintained and have excellent facilities. Arnot Hill Park, Arnold retained the title for its tenth consecutive year and Burton Road Jubilee Park, Carlton won the award for its third consecutive year.

### Playground at the Country Park

A new £200,000 children's play area has opened at Gedling Country Park. The play area incorporates the park's mining heritage with a rustic mining tower, mining train and 'old pit' grasslands ensuring the history of the park is remembered for years to come. The park includes a toddler area celebrating Gedling Colliery Station and lagoons, complete with swings, slides and wheelchair accessible roundabout. The junior area showcases the 'old pit' and Gedling Grasslands with a 7 metre rustic mining tower at its heart with slides, sculptures and granite 'coal effect' boulders and a teen area which celebrates the park's wild woodland habitat, features a zip wire and adventurous climbing area.

### Jobs Fair

A successful annual Jobs Fair took place on Wednesday 21 September 2016 at Arnold Methodist Church, with 32 employers exhibiting at the event. 267 people visited the Jobs Fair to identify work opportunities.

### Planning Permission for development of the Gedling Colliery site

Construction of the Gedling Access road is due to start in 2018 with completion set for 2020. Planning permission for the development of up to 1,050 dwellings, a local centre with retail units and health centre, and a new primary school on the Gedling Colliery site was granted in May 2016.

### New affordable housing

The former Grove public house in Daybrook, developed in partnership with Nottingham Community Housing Association, has delivered 20 new affordable homes comprising one and two bed flats and a semi-detached property. In return for the council's contribution, Gedling residents receive first choice for the new homes which will be allocated through the council's housing lettings scheme. This development is part of a wider project to tackle some long standing empty sites across the borough which also includes the former play area on Dunstan Street in Netherfield and a derelict pub on Cavendish Road, Carlton.

### Gedling Menu Employability Programme

Between 1 September 2015 and 22 July 2016 the Gedling Menu Employability programme resulted in over 1300 students receiving some form of employability support (CV development, mock interview, employability workshop) and having contact with at least one employer.

# Create more jobs and better access to them

## What do we want to achieve?

Our overall unemployment levels are lower than average nationally and regionally, but there are pockets of the borough where levels are higher, and unemployment amongst the borough's young people is higher than average. Our aim here is to work with employers and other partners to bring new jobs to the borough, and to make sure our residents, particularly amongst groups or areas where unemployment is higher than average, can get to those jobs. The nature of our borough and its relationship to the City of Nottingham is such that we will probably never be able to meet all employment needs locally, so we also want to ensure our residents can easily access work opportunities in the City and surrounding areas.

## How will we do this?

Action	Lead Officer	Portfolio Holder
Maximise delivery of the allocated employment sites	Service Manager Economic Growth and Regeneration	Growth and Regeneration
Develop and implement a local programme of job fairs	Service Manager Economic Growth and Regeneration	Growth and Regeneration
Provide business support for small and medium businesses	Service Manager Economic Growth and Regeneration	Leader
Secure construction of the Gedling Access Road	Chief Executive	Growth and Regeneration
Progress Integrated Transport Plan for Gedling with a particular focus on improving access to employment	Service Manager Economic Growth and Regeneration	Growth and Regeneration

## Performance measures and targets

These are the key things we will measure our performance against.

Indicators	2017/18 target	Lead Officer	Portfolio Holder
Percentage of working age people on Job Seekers' Allowance	In line with the national average	Service Manager Economic Growth and Regeneration	Growth and Regeneration
Percentage of young people (18-24 year olds) claiming Job Seeker's Allowance	No higher than 1% above national average	Service Manager Economic Growth and Regeneration	Growth and Regeneration
Support small and medium size enterprises to recruit their first apprentice	45	Service Manager Economic Growth and Regeneration	Growth and Regeneration

# Ensure local people are well prepared and able to compete for jobs

## What do we want to achieve?

The job market remains competitive and the skills and aptitudes required to compete for jobs successfully are constantly changing. Overall, our residents have relatively high levels of educational attainment but we want to make sure that potential is harnessed by helping people of all ages to be 'job ready', with a good balance of educational attainment and softer job skills. We want to see good quality training opportunities that are available to residents of all ages, including but not restricted to apprenticeships. We'll also work with employers to understand what they are looking for from their workforce and help them to ensure those needs are met.

## How will we do this?

Action	Lead Officer	Portfolio Holder
Gedling Borough Council to continue to offer a minimum of 16 pre-employment work experience placements a year	Service Manager Organisational Development	Growth and Regeneration
Co-ordinate range of work experience placements for school children, as part of the National Curriculum	Service Manager Organisational Development	Growth and Regeneration
Implement a rolling programme of apprenticeships within Gedling Borough Council	Service Manager Organisational Development	Growth and Regeneration
Encourage and incentivise local businesses to offer work experience and apprenticeships	Service Manager Economic Growth and Regeneration	Growth and Regeneration
Continue to implement employment agreements and pre-employment arrangements to maximise job opportunities for our residents linked to new developments	Service Manager Economic Growth and Regeneration	Growth and Regeneration
Deliver the European funded ERASMUS + apprenticeship project	Service Manager Economic Growth and Regeneration	Leader
Identify and implement practical initiatives to support long term unemployed people back into work	Service Manager Economic Growth and Regeneration	Growth and Regeneration

## Performance measures and targets

These are the key things we will measure our performance against.

Indicators	2017/18 target	Lead Officer	Portfolio Holder
Number of Apprenticeships hosted within Gedling Borough Council	12	Service Manager Organisational Development	Growth and Regeneration
Number of pre-apprenticeships (or similar) work experience placements created in Gedling Borough Council	16	Service Manager Organisational Development	Growth and Regeneration
Number of school-age work experience placements (council-wide) in partnership with YouNG (and Economic Development)	6	Service Manager Organisational Development	Growth and Regeneration
Number of jobs fairs held to support residents to get into work and apprenticeships and support employers with their recruitment needs	2	Service Manager Economic Growth and Regeneration	Growth and Regeneration
As part of supporting SME apprenticeships support 16-24 year old Gedling Borough residents to secure an apprenticeship	45	Service Manager Economic Growth and Regeneration	Growth and Regeneration
Number of employment agreements and pre-employment arrangements including pre-employment training, placements in education, apprenticeship starts and jobs created	29	Service Manager Economic Growth and Regeneration	Growth and Regeneration



# Provide more homes

## What do we want to achieve?

It is widely accepted that more homes are needed to meet housing demand, and the borough is no exception to this. Our role in housing is multi-faceted – from using our planning powers to ensure a strong supply of land ready for development; to working with partners in the public and private sector to facilitate development of more difficult and challenging sites. We can also use our powers to help bring empty homes back into use. We want to see an increase in the number of new homes built in the borough, of good design quality and supported by top class infrastructure and facilities. Our interest is in housing across all tenures, but we are particularly keen to increase and improve the offer of affordable housing in the borough to meet growing housing need.

## How will we do this?

Action	Lead Officer	Portfolio Holder
Deliver allocated housing sites	Service Manager Economic Growth and Regeneration	Growth and Regeneration
Reduce the number of empty homes in the borough	Service Manager Public Protection	Growth and Regeneration
Secure adoption of Local Planning document	Service Manager Planning Policy	Growth and Regeneration
Secure the provision of more affordable housing including homes for rent in the social housing sector	Service Manager Economic Growth and Regeneration	Growth and Regeneration
Explore potential benefits of creating a Gedling Housing Development Company	Service Manager Economic Growth and Regeneration	Growth and Regeneration
Proactively promote the sale of council owned land for the purpose of creating new homes	Service Manager Property	Growth and Regeneration
Investigate the feasibility and funding opportunities for housing led regeneration at priority estates	Service Manager Economic Growth and Regeneration	Growth and Regeneration

## Performance measures and targets

These are the key things we will measure our performance against.

Indicators	2017/18 target	Lead Officer	Portfolio Holder
Net additional homes provided	440	Service Manager Planning Policy	Growth and Regeneration
Number of affordable homes delivered	80	Service Manager Economic Growth and Regeneration	Growth and Regeneration
Percentage of Major planning applications processed within 13 weeks	90%	Service Manager Development Services	Growth and Regeneration
Percentage of minor planning applications processed within 8 weeks	75%	Service Manager Development Services	Service Manager Development Services
Percentage of other planning applications within 8 weeks	80%	Service Manager Development Services	Growth and Regeneration
Number of long term empty homes in the borough returned to use as a result of Gedling Borough Council intervention	12	Service Manager Public Protection	Growth and Regeneration



# Provide an attractive and sustainable local environment that local people can enjoy and appreciate

## What do we want to achieve?

In the residents' satisfaction survey carried out in September 2015, we were told that the quality and appearance of the environment was the fourth most important issue for 64% of our residents. The majority of our residents are satisfied with the cleanliness of the area, quality of parks and open spaces and bin/recycling service, but still want to see an improvement in the quality and range of shops and quality and appearance of parks and open spaces.

We want the borough of Gedling to be a place where people want to live, visit and do business. We recognise that first impressions are created by the borough's appearance and by the facilities available and that the condition of the local environment affects local residents' views of overall quality of life. We want to create a welcoming, attractive, clean and healthy environment with a range of facilities which the residents of the borough can enjoy and be proud of. We also want the borough to be the place where people choose to come to work and do business.

## How will we do this?

Action	Lead Officer	Portfolio Holder
Encourage households and businesses to reduce, re-use and recycle more of their waste	Service Manager Waste Services	Environment
Implement Parks and Green Spaces Strategy	Service Manager Parks and Street Care	Environment
Develop a visitors' centre at Gedling Country Park	Director of Health and Community Wellbeing	Environment
Deliver improvements in the image and 'offer' of Arnold Town Centre including Arnold Market	Service Manager Economic Growth and Regeneration	Growth and Regeneration
Explore options and develop delivery plans for regeneration of Carlton Square area	Service Manager Economic Growth and Regeneration	Growth and Regeneration
Provide an additional waste collection over the Christmas period	Service Manager Waste Services	Environment
Provide a bulky waste amnesty	Service Manager Waste Services	Environment
Raise the profile of the 'Love Where You Live' campaign to educate residents and reduce incidents of environmental crime	Service Manager Parks and Street Care	Environment
Finalise business case and source funding for delivery of Gedling Mineral Line Cycleway and Walkway	Service Manager Economic Growth and Regeneration	Growth and Regeneration
Undertake review of street cleansing operations and invest/re-allocate resources as appropriate	Service Manager Parks and Street Care	Environment

## Performance measures and targets

These are the key things we will measure our performance against.

Indicators	2017/18 target	Lead Officer	Portfolio Holder
Percentage of local residents who are satisfied with their local area as a place to live	82%	Service Manager Customer Services and Communications	Deputy Leader Resources and Reputation
Percentage of residents satisfied with parks and open spaces	74%	Service Manager Parks and Street Care	Environment
Number of garden waste customers	13,100	Service Manager Waste Services	Environment
Percentage of surveyed streets with unacceptable levels of litter	2%	Service Manager Parks and Street Care	Environment
Residual household waste per household	525kg	Service Manager Waste Services	Environment
Percentage of household waste sent for reuse, recycling and composting	40%	Service Manager Waste Services	Environment
Percentage of residents satisfied with the cleanliness of their local area	65%	Service Manager Parks and Street Care	Environment
Percentage of residents satisfied with the rubbish/recycling collection service	85%	Service Manager Waste Services	Environment



# PERFORMANCE

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## Context

We are committed to being one of the best councils in the country and we want our customers to be satisfied, both when they contact us and when they use our services.

Over recent years we have reviewed how the Council is structured, identifying new ways of working not only internally but also with partners. We share the Civic Centre with Job Centre Plus and the Nottinghamshire North and East Clinical Commissioning Group, enabling an even closer working relationship to support individuals with the greatest need. Nottinghamshire's Police and Crime Commissioner and the MP for Gedling can be found on the Arnot Hill Park campus, strengthening our links even further.

In common with our public sector partners, the council continues to face significant challenges through reduced levels of funding and increased demand for services. In response we recognise that we need to work differently to

be able to maintain levels of service. It is becoming more important for us to embrace digital technology, maximise income generation and ensure that our workforce is agile, skilled and flexible to cope with the challenges ahead.

We have maintained levels of service against a backdrop of reduced funding – in 2015 82% of our customers were satisfied with their bin collection/recycling services and the proportion of residents satisfied with the way we run things increased to 64%. During the summer of 2016 we asked residents to tell us what they thought of the Contacts magazine. 89% said it was good and easy to read.

We were finalists in the Best Performer in Street Cleansing category at the APSE performance network awards in 2016 and the Communications team were finalist in the 'Best Small Team' award at the national Comms2Point0 awards.

## What we've done

### Digital Council

We have approved a Digital Strategy and set up a Digital Programme Board to oversee the delivery of digital projects. In 2016 we have increased the number of services customers can access on line. Garden Waste has gone digital – customers can join and pay for the Garden waste Service, report changes in circumstance, report stolen and broken bins, uncollected bins, sign up to pay by direct debit, request pull outs and make enquiries online. Customers can apply and pay for pre-application advice service with Planning. In addition, all Council Services can be paid for online.

### Customer Promise

A new Customer Promise putting customers at the centre of everything we do has been introduced. The promise sets out the standards of service that customers can expect from us and how customers can expect to be treated.

### Stronger commercial and entrepreneurial culture

We continue to strive to be commercial in our approach, maintaining existing income streams and looking for new opportunities to generate income. We now provide face to face services for Gedling Homes; operate an Accredited Training Centre delivering courses to local district councils

and local businesses; offer pre-application planning advice; have invested in a cinema at Bonington Theatre and run a successful tree cutting/garden maintenance service. This has brought additional income into the Council during 2016.

### Complaints and compliments

We have been listening to feedback from our customers and actively using it to improve the services we provide. This has resulted in a reduction in complaints and an increase in the number of compliments received. In 2016 we received 30% fewer complaints between 1 April and 30 June than the same period in 2015. Between 1 July and 30 September 2016 we received almost 50% more compliments than complaints.

### Improved turnaround of minor and other planning applications

The first half of 2016 saw a significant improvement in the turnaround times for processing minor and other planning applications with targets being exceeded in quarter 2 by around 15%.

# Improve the customer experience of dealing with the Council

## What do we want to achieve?

We will continue to maintain and, where possible, improve standards, working with other public and voluntary sector partners to ensure services are high quality, coordinated and cost effective. We aim to be compassionate and considerate by putting the customer at the centre of what we do and will increase digital access whilst maintaining our focus on those most vulnerable in society.

This will be done in line with our strong public sector values of openness and fairness, but we will continue to challenge existing ways of doing things, ensuring we make best use of our assets and embrace new ways of working to continue to transform services to meet the expectations of our community.

## How will we do this?

Action	Lead Officer	Portfolio Holder
Refresh and update the council website	Service Manager Customer Services and Communications	Deputy Leader Resources and Reputation
Improve Civic Centre face to face reception facilities	Service Manager Customer Services and Communications	Deputy Leader Resources and Reputation
Embed the Customer Services Standards and Charter	Service Manager Customer Services and Communications	Deputy Leader Resources and Reputation
Undertake residents' satisfaction survey in 2017 and review approach to community engagement	Service Manager Customer Services and Communications	Deputy Leader Resources and Reputation
Put in place measures to encourage customers to access information and services online	Service Manager Customer Services and Communications	Deputy Leader Resources and Reputation
Launch customer contact point in Carlton/ the surrounding area	Service Manager Customer Services and Communications	Deputy Leader Resources and Reputation

## Performance measures and targets

These are the key things we will measure our performance against.

Indicators	2017/18 target	Lead Officer	Portfolio Holder
Percentage of local residents who feel they are well informed about the Council and what we do	75%	Service Manager Customer Services and Communications	Deputy Leader Resources and Reputation
Percentage of residents who are satisfied with the Council	64%	Chief Executive	Leader
Percentage of calls to the contact centre answered (or call back made) - 12 month rolling total	90%	Service Manager Customer Services and Communications	Deputy Leader Resources and Reputation
Percentage of customers that are satisfied with overall customer service	85%	Service Manager Customer Services and Communications	Deputy Leader Resources and Reputation
Percentage of One Stop shop customers seen within 15 minutes	83%	Service Manager Customer Services and Communications	Deputy Leader Resources and Reputation



# Give tax payers value for money

## What do we want to achieve?

Taxpayers rightly expect us to be competent and to provide services to the highest customer standards and that we make best use of every pound that we spend. This is extremely important as we strive to reduce costs following the significant cuts in central government support. We already have a reputation for high performance and value for money, with recent surveys showing high levels of satisfaction in the way we do things and in the services we provide – but we will not rest on our laurels. We aim to be commercial in our approach, developing innovative ways to use our resources and retaining our focus on delivering value for money.

## How will we do this?

Action	Lead Officer	Portfolio Holder
Explore and where appropriate implement new technology and digital tools to improve efficiency of services	Director of Organisational Development and Democratic Services	Deputy Leader Resources and Reputation
Ensure the development and approval of an updated Asset Management Strategy	Service Manager Property	Deputy Leader Resources and Reputation
Achieve planned efficiency/budget reduction targets	Deputy Chief Executive and Director of Finance	Deputy Leader Resources and Reputation
Improve the existing leisure offer and determine and implement the most financially efficient and effective model of operation for leisure services	Deputy Chief Executive and Director of Finance	Deputy Leader Resources and Reputation
Determine and implement the most financially efficient and effective model of operation for environmental services (depot), either in part or its entirety	Deputy Chief Executive and Director of Finance	Deputy Leader Resources and Reputation
Explore feasibility of expanding the in-house tree service, if financially viable.	Service Manager Parks and Street Care	Deputy Leader Resources and Reputation
Explore feasibility of implementing a new pet cremation and ashes burial service, if financially viable.	Service Manager Parks and Street Care	Deputy Leader Resources and Reputation
Implement co-location with Nottinghamshire Police at the Jubilee Depot, Arnold	Director of Health and Community Wellbeing	Deputy Leader Resources and Reputation
Implement a programme of service peer reviews (to be undertaken by varied teams drawn from across the council)	Service Manager Organisational Development	Deputy Leader Resources and Reputation
Embed new arrangements for the delivery of strategic procurement advice and contract management	Deputy Chief Executive and Director of Finance	Deputy Leader Resources and Reputation
Introduce a programme of activity to reduce duplicate or abortive work	Director of Organisational Development and Democratic Services	Deputy Leader Resources and Reputation

## Performance measures and targets

These are the key things we will measure our performance against.

Indicators	2017/18 target	Lead Officer	Portfolio Holder
Percentage of Business Rates collected	98.9%	Service Manager Revenues & welfare Support	Deputy Leader Resources and Reputation
Percentage of Council Tax collected	98.5%	Service Manager Revenues & welfare Support	Deputy Leader Resources and Reputation
Percentage of residents who agree that the Council provides value for money	50%	Deputy Chief Executive and Director of Finance	Deputy Leader Resources and Reputation

# Maintain a positive and productive working environment and strong staff morale

## What do we want to achieve?

We recognise that our staff are key to the Council's success and without them we would be unable to deliver the objectives set out in this plan. It is important to us that our staff are happy, valued and motivated. Apart from the responsibilities that come with a job, the most important thing that influences staff happiness and motivation is the working environment. We're not just talking about safe and pleasant working conditions, but also about providing the right recognition and reward and creating the right culture. What we're trying to achieve therefore is to make sure this is a place where our staff are positive and confident, enjoy coming to work, want to do their best and want to make things happen.

## How will we do this?

Action	Lead Officer	Portfolio Holder
Review current employee engagement and improve/modify where necessary	Service Manager Customer Services and Communications	Leader
Develop a range of activities to improve staff health and well-being	Service Manager Organisational Development	Leader
Develop and implement Gedling Elected Members Standard	Service Manager Elections and Members' Services	Community Development
Develop and implement plans to increase agile working	Director of Organisational Development and Democratic Services	Leader

## Performance measures and targets

These are the key things we will measure our performance against.

Indicators	2017/18 target	Lead Officer	Portfolio Holder
Working days lost due to sickness absence (rolling 12 month total)	10 days	Service Manager Organisational Development	Leader
Percentage of staff who feel happy working for the Council	73%	Service Manager Organisational Development	Leader
Percentage of staff who feel well informed about what is happening	60%	Service Manager Customer Services and Communications	Leader



### Council Performance



Performance against the Gedling Plan is monitored by Service Managers and reported to the Senior Leadership Team, Cabinet and the Overview and Scrutiny Committee every three months, to assess progress and ensure we remain on course to deliver against our key areas.

## Serving People, Improving Lives



### Individual Performance

Annual Personal Development Reviews capture individual staff members' contributions to the service plan and to the Gedling Plan.

### Service Performance

Service plans capture the key tasks that will deliver the Gedling Plan along with details of all activities planned for each service area.

Performance against the service plan is monitored by the Service Manager and reported to the Director to assess progress and make sure the service is on target

We publish performance updates on [www.gedling.gov.uk/aboutus/](http://www.gedling.gov.uk/aboutus/)  
If you follow us on Facebook or Twitter or sign up to our Keep Me Posted email alerts at [www.gedling.gov.uk/keepmeposted](http://www.gedling.gov.uk/keepmeposted) we will let you know each time the reports are published.



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If you want to know more about our actions and indicators please contact the relevant Portfolio Holder or Lead Officer.

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